Regional Transit
Assumption Study:
Interim report

INTERIM REPORT:

TRANSIT CO-ORDINATING COMMITTEE

REGIONAL TRANSIT

ASSUMPTION STUDY

Regional Municipality of Hamilton-Wentworth

November 1, 1974.

November 1, 1974.

Members of Council:

The Transit Co-ordinating Committee herein presents an interim report to provide background information to the various resolutions presented in its Sixth and Seventh Reports to Council.

Respectfully submitted,

(Mrs.) Anne H. Jones, Chairman,
Transit Co-ordinating Committee.

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

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REGIONAL TRANSIT ASSUMPTION STUDY

TASK 4

"Identify and examine alternative methods of distributing transit service deficits to the various municipalities within the Region and where appropriate, in other Regions."

INTRODUCTION

This task is broken down into the following items:

1	Identification of Deficits
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1 IDENTIFICATION OF DEFICITS

The identification of the deficits applicable to the Region is complicated by the utilization of the Canada Coach Lines to provide Regional Transit Service as well as Inter Region Transit Service.

A deficit occurs on some Inter Region routes despite rising fares. These deficits are not eligible for Provincial subsidy nor do the capital expenditures qualify for the 75% assistance from the Province.

These Inter Regional Transit Services properly belong at the Provincial level of government. The formation of the Toronto Area Transit Operating Authority (TATOA) and the consideration of a similar organization for the Hamilton-Wentworth Region emphasizes the trend towards the Province accepting responsibility for Inter Region Transit Service.

The Province should be responsible for Inter Region Routes. Deficits in respect of Inter Region Transit Service should not fall on the property taxpayers of this Region.

It is suggested that negotiations should commence with the Province with a view to the Province assuming initially responsibility for 100% of the deficit incurred on the Inter-Regional Transit Service.

It seems logical that one body should be responsible for all Regional Routes. Because of working agreements it is not appropriate at the present time for the Hamilton Street Railway to physically take over the Regional Routes presently operated by Canada Coach Lines.

It is therefore suggested that the Hamilton Street Railway undertake to reimburse the Canada Coach Lines for the operating deficits applicable to those routes that start and finish within the Region.

The Hamilton Street Railway also operates an Inter Region Route. This is the route that runs to Burlington. The deficit on this route should not fall on any individual municipality within the Region. It is therefore suggested that the Canada Coach Lines should assume the responsibility for this deficit by reimbursing the Hamilton Street Railway.

The remaining deficits of Canada Coach Lines and the deficit of the Hamilton Street Railway Burlington Route would constitute the cost of Inter Region Transit Service. This deficit should not be the responsibility of any specific area municipality. It is therefore suggested that until the Province assumes 100% of the deficits of Inter Region Transit Services, that these deficits are charged to all the taxpayers of the Region as part of the general levy.

If these proposals are accepted then the remaining deficit of the Hamilton Street Railway would constitute the cost to the property taxpayer of the Regional Transit System.

Deficits of individual routes are estimated by apportioning average running costs over route miles and then applying specific revenues to that expenditure.

It is not necessarily equitable to ascribe a route deficit to the specific area municipality through which the route runs because all routes outside the City service at least two area municipalities.

The methods used to allocate deficits in Task 2 illustrate the complications involved. In that paper, costs were allocated on route miles. Revenues of each route were estimated which gave a route deficit. These deficits were then allocated on the basis of passenger residence. The identification of deficits is arbitrary and the basis of apportionment of that deficit will also be arbitrary.

11 CRITERIA FOR JUDGING BASIS OF APPORTIONMENT

There are many bases of apportioning deficits of transit systems. The identification of the Criteria for judging the various bases of apportionment is extremely important. It permits the objective evaluation of the many bases available.

The following criteria are suggested for consideration and each is explained subsequently:

(a) Generally understood and acceptable
(b) Easily determined
(c) Flexible
(d) Reflect the service available.

(e) Not encourage demand for uneconomical service
(f) Permit area municipalities input
(g) Permit area municipalities internal taxing options.

(a) Generally Understood and Acceptable

The bases used have to be explained to the general public. They must not be too obscure or too technical. If standards are used they should be those generally accepted within the transit industry. It is desirable that the bases should have been utilized in other areas or for other services.

(b) Easily Determined

Most bases of apportionment have to be calculated. Special records, studies and surveys should be avoided if possible. They are expensive and time consuming.

(c) Flexible.

The Region is not static, it is developing and changing. The demand for increases in quality and quantity of service is continuous. The resources available to meet costs also change, the basis of apportionment should be flexible enough to accommodate changing conditions over a number of years.

(d) Reflect the Service available

It is extremely difficult to persuade taxpayers to pay for service that is not available to them. It is not proposed that a direct correlation should exist, merely that increased service should to some extent be reflected in the bases of apportionment selected.

(e) Not encourage demand for uneconomical service

If a basis of apportionment is established so that regardless of the service available that apportionment will be fixed, taxpayers will demand that service be made available to them. The basis selected should permit some contribution to necessary but uneconomical services but should also reflect some increased burden.

(f) Permit Area Municipalities Input

The basis of apportionment is subject to acceptance by Regional Council. The basis selected should permit the representatives of the taxpayers in each area municipality some degree of control over the total burden placed on those taxpayers, but not at the expense of all other taxpayers in the Region.

(g) Permit Area Municipalities Internal Taxing Options

Most Area Municipalities will charge the costs of transit to their property taxpayers as part of the General Levy. This may not be the wish of all municipalities because of their different geographic composition. It is therefore suggested that the basis selected should permit area municipalities, if they so wish, to levy on benefiting

III BASIS OF APPORTIONMENT

The deficits of operating the Regional transit system can be apportioned using a number of bases, and these fall into three main groups:

(a) Services Available
e.g. Revenue or Passenger/miles
or Residence of passenger

(b) Cost of Service
e.g. deficits on actual routes

(c) Other Factors
e.g. equalized assessment
or population.

Schedule A evaluates each of these bases in detail against the proposed criteria.

It can be seen from this Schedule that all these bases have serious deficiencies. Therefore, it is necessary to investigate other bases. In Ottawa-Carleton, the only other Region operating transit which has the same Urban/Rural characteristics as this Region, they partially utilize an "Urban Transit Area" to apportion costs.

IV URBAN TRANSIT AREA

Urban Transit Area is defined as that area that has transit service available at an acceptable level. Costs are apportioned to each area municipality within the Urban Transit Area on the basis of the assessment of the area having the service available only.

The area municipality at its option may tax the benefiting owners or levy as part of the General Levy. The method is similar to area rating for sewer, fire or water services. Most developing municipalities have utilized area rating at some time.

The area to be designated as being with the Urban Transit Area would be subject to discussions and input from each area municipality.

The major difficulty is the establishment of acceptable levels of service. For the purposes of this paper only, a level of service of at least ten trips per day has been used, with the area serviced being considered as that within ¼ mile of a route that has at least ten one way trips per day. This distance is utilized in the transit industry and is generally acceptable.

The maps illustrate the "Urban Service Area" that would meet this definition.

For determination of assessment to be included it may be necessary to define the areas slightly broader than those strickly within the above definition.

Schedule B indicates possible descriptions of the Urban Transit Area.

A standard fare policy should be considered within the Urban Transit Area. (e.g. The extention of the 25¢ flat fare and the abolition of the inter route transfers, the costs of this are illustrated in Schedule G).

This could be extended to the Canada Coach Lines routes that serve the Urban Transit Area with the Hamilton Street Railway reimbursing the Canada Coach Lines for the difference between the standard fare and the established economical fare on Inter Regional Routes for travel within the Urban Transit Area only. This is similar to the situation that exists between the City and the Hamilton Street Railway at the present time.

An indication of the cost of such a policy is given in Schedule G.

This basis of apportionment would meet all the criteria proposed:

(a) Generally understood and acceptable
This method of apportionment is widely used for other services in municipalities and has been used in Ottawa-Carleton for transit.

(b) Easily determined
Providing the areas are clearly defined, no problems should be experienced in ascertaining the assessment. No special records would be required.

(c) Flexible
The basis of apportionment would expand with additional routes or increased assessment.

(d) Reflects Service Available
This service available is an established minimum. The actual assessments used in apportioning costs are those directly served.

(e) Not Encourage Demand for Uneconomical Services
Any uneconomical services would be discontinued leading to a reduction in apportionment.

(f) Permit Area Municipalities Input
Area Municipalities would be consulted on the establishment of the actual Urban Transit Areas, routes and level of service. Once the routes are agreed, the costs to that municipality follow automatically.

(g) Permit Area Municipalities Internal Taxing Options.
Area Municipalities may tax benefiting taxpayers if they so wish.

It is not suggested that all services provided should fall within the Urban Transit Area. Some routes are infrequently served or cover very sparse areas, these should be considered separately.

V OTHER (RURAL) ROUTES

The degree of service suggested for the Urban Transit Areas is not necessarily desirable or applicable to the whole Region.

It is particularly inappropriate where a municipality is sparsely populated and there is a substantial route mileage and a very infrequent service.

In these cases it is suggested that the area municipality concerned could enter into an agreement with the Region to provide a service and for that municipality to meet the net deficit (after provincial subsidy).

It is emphasized that when the service exceeds the minimum (10 one way trips per day) then the area served subject to special considerations should be included in the Urban Transit Area.

Outside the Urban Transit Area an area municipality could exercise some options over the fare charged.

Because only a few routes would be involved, it is not anticipated that excessive record keeping would be necessary for those routes outside the Urban Transit Area.

VI SUMMARY

This paper suggests the following for consideration:

1. The funding of the Regional Transit Service through one operating body (e.g. Hamilton Street Railway).
2. Commencement of negotiations with the Province for them to assume the costs of Inter Regional Transit Services in line with the trend being followed within TATOA.
3. The Deficit of Canada Coach Lines in respect of Inter Regional Routes to form part of the general levy of the Region until it is met 100% by the Province.
4. The establishment of an Urban Transit Area with the active involvement of all area municipalities.
5. The apportionment of the deficits of the Regional Transit system on the basis of the equalized assessment within the Urban Transit Area except for Item 6 below.
6. Agreements between the Region and some area municipalities for the direct payment of the deficits incurred on some routes that do not receive a high level of service.
7. Some area municipalities obtaining an option to tax benefiting property owners for transit services.

SCHEDULE A

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

BASIS OF APPORTIONMENT-EVALUATION

(a) SERVICES RECEIVED

(i) REVENUE MILES

CRITERIA MET:

(a) Generally understood and acceptable
(b) Easily determined some special records may be required)
(c) Flexible
(d) Reflects the service available (but not necessarily utilized)
(e) Not encourage demand for uneconomical services

CRITERA NOT MET:

(f) Permit area municipalities input.
The area municipalities would not automatically be consulted prior to routes being established.
(g) Permit Area municipalities internal taxing options
Not possible under this basis.

(ii) RESIDENCE OF PASSENGER

CRITERIA MET:

(a) Generally understood and acceptable
(c) Flexible
(d) Reflect the service available
Reflects usage of service not the extent of routes.

CRITERIA NOT MET:

(b) Easily determined
It would be most difficult to establish the initial apportionments and expensive and time consuming to update the data.
(e) Not encourage demand for uneconomical services
The most used, therefore most economical routes are penalized since the greater the use the greater the cost allocation.
(f) Permit area municipalities input
The area municipalities would not automatically be consulted prior to routes being established.
(g) Permit area municipalities internal taxing options.
Not possible under this basis.

SCHEDULE A

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

BASIS OF APPORTIONMENT-EVALUATION

(c) OTHER FACTORS

(ii) POPULATION

CRITERIA MET:

(a) Generally understood and acceptable
(b) Easily determined

CRITERIA NOT MET:

(c) Flexible
Does not change with increased services
(d) Reflects the service available.
Does not reflect service available.
(e) Not encourage demand for uneconomical services.
Because apportionment will not change with increased demand, demands for services will constantly increase.
(f) Permit area municipalities input
Municipalities would not be consulted as basis is pre-determined.
(g) Permit area municipalities internal taxing options
No basis would be available to internally rate against benefiting taxpayers.

SCHEDULE A

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH
REGIONAL TRANSIT ASSUMPTION STUDY
BASIS OF APPORTIONMENT-EVALUATION

(b) COSTS OF SERVICE

(i) DEFICITS ON ACTUAL ROUTES

CRITERIA MET:

(a) Generally understood and acceptable
(c) Flexible
(d) Reflects the service available
(e) Not encourage demand for uneconomical services.

CRITERIA NOT MET:

(b) Easily determined.
It is time consuming to calculate deficits on individual routes.
(f) Permit area municipalities input
The area municipalities would not automatically be consulted prior to routes being established.
(g) Permit area municipalities internal taxing options
Not possible under this basis.

(c) OTHER FACTORS

(ii) EQUALIZED ASSESSMENT

CRITERIA MET:

(a) Generally understood and acceptable
(b) Easily determined

CRITERIA NOT MET:

(c) Flexible
Does not change with increased services
(d) Reflects the service available
Does not reflect service available.
(e) Not encourage demand for uneconomical services
Because apportionment will not change with increased demand, demands for services will constantly increase.
(f) Permit area municipalities input.
Municipalities would not be consulted as basis is pre-determined.
(g) Permit area municipalities internal taxing options
No basis would be available to internally rate against benefiting taxpayers.

SCHEDULE A

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

BASIS OF APPORTIONMENT-EVALUATION

(a) SERVICES RECEIVED

(iii) PASSENGER MILES

CRITERIA MET:

(a) Generally understood and acceptable
(c) Flexible
(d) Reflects the service available.

CRITERIA NOT MET:

(b) Easily determined
Continuous sampling of passengers required on all routes.

(e) Not encourage demand for uneconomical services
The most used, therefore most economical routes are penalized since the greater the use the greater the cost allocation.

(f) Permit area municipalities input.
The area municipalities would not automatically be consulted prior to routes being established.

(g) Permit area municipalities internal taxing options
Not possible under this basis.

SCHEDULE B

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

URBAN TRANSIT AREA - DESCRIPTION

A. CITY OF HAMILTON

The whole area.

B. TOWN OF ANCASTER

Those parts of the Town located within $\frac{1}{4}$ mile of the following roads: #53 Highway, Fiddlers Green Road, Wilson Street (#2 Highway), Valleyview Drive (between Taylor Rd. and Wilson St.), Taylor Road (between Valleyview Drive and Orchard Drive), Orchard Drive , (between Taylor Road and Wilson St.), Rosseau Street, Mohawk Road, Cayuga Avenue (between Mohawk Road and Hiawatha Blvd.), Hiawatha Boulevard (between Cayuga Ave. and Algonquin Ave.), Algonquin Avenue (between Hiawatha Blvd. and Mohawk Road).

C. TOWN OF STONEY CREEK

That portion of Stoney Creek lying north of the escarpment excluding the following -

1) The land situated between the Q.E.W. and the CNR Railroad tracks from the City of Hamilton boundary to $\frac{1}{4}$ mile west of Winona Road.

2) The land below the escarpment east of Fifty Road.

3) The land situated between Royce Avenue and the escarpment.

D. TOWN OF DUNDAS

The area within $\frac{1}{4}$ mile of Highway No. 8.

SCHEDULE C

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

EQUALIZED ASSESSMENT AND POPULATION

EQUALIZED ASSESSMENT	$	%
ANCASTER	121,353,935.	3.331
DUNDAS	154,836,013.	4.250
FLAMBOROUGH	187,848,680.	5.157
GLANBROOK	78,274,681.	2.149
HAMILTON	2,833,490,499.	77.785
STONEY CREEK	266,933,099.	7.328
	3,642,736,907.	100.000

POPULATION	#	%
ANCASTER	14,683	3.640
DUNDAS	18,697	4.635
FLAMBOROUGH	22,065	5.470
GLANBROOK	10,028	2.486
HAMILTON	309,038	76.609
STONEY CREEK	28,885	7.160
	403,396	100.000

SCHEDULE D

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

REVENUE MILES (REGIONAL ROUTES ONLY)

	Hamilton Street Railway	Canada Coach Lines *	Total Miles	% Allocation Total	% Allocation Within Region
Ancaster	11,336	52,000	63,336	.750	.810
Dundas	191,367		191,367	2.265	2.448
Flamborough		24,650	24,650	.292	.315
Glanbrook		7,042	7,042	.083	.090
Hamilton	7,291,205		7,291,205	86.286	93.272
Stoney Creek	71,514	168,065	239,579	2.834	3.065
	7,565,422	251,757	7,817,179	92.510	100.000
Other	613,225	19,650	632,875	7.490	
	8,178,647	271,407	8,450,054	100.000	100.000

* Figures include the following routes only:
1. Waterdown
2. Lynden
3. Binbrook
4. Stoney Creek (Hamilton to Stoney Creek)
   (Hamilton to Winona)
5. Ancaster (Hamilton to Ancaster)

Definition and allocation of Revenue Miles

Those miles that are travelled by a vehicle with the intention of picking up or putting down passengers.

All routes except express and semi-express are apportioned on the basis of Revenue miles actually travelled in a municipality except where a route runs in close proximity to a municipal boundary. In which case, the Revenue miles are apportioned 50/50 to each municipality for that part of the route that runs along the boundary.

The Revenue miles on express and semi-express routes are allocated to the urban centre or centres served outside the city core.

SCHEDULE E

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

URBAN TRANSIT AREA - EQUALISED ASSESSMENT

	EQUALISED ASSESSMENT	%
	$	
City of Hamilton	2,833,490,499	90.782
Town of Ancaster	54,198,175	1.736
Town of Stoney Creek	186,823,531	5.986
Town of Dundas	46,694,757	1.496
	$3,121,206,962	100.000

SCHEDULE F

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

BASIS OF APPORTIONMENT - COMPARISON

	REGIONAL EQUALIZED ASSESSMENT	POPULATION	REVENUE MILES	URBAN TRANSIT AREA EQUALIZED ASSESSMENT
	%	%	%	%
Ancaster	3.331	3.640	.810	1.736
Dundas	4.250	4.635	2.448	1.496
Flamborough	5.157	5.470	.315	
Glanbrook	2.149	2.486	.090	
Hamilton	77.785	76.609	93.272	90.782
Stoney Creek	7.328	7.160	3.065	5.986
	100.000	100.000	100.000	100.000

SCHEDULE F(1) revised

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

COMPARISON OF BASES - AMOUNTS BASED ON 1973 EXPENDITURES

	Inter Regional Service Deficits	Regional ...Transit Service Deficits			
	Regional Equalized Assessment	Regional Equalized Assessment	Population	Revenue Miles	Urban Transit Area Proposals (See Note 4)
Ancaster	$ 5,323.	$ 51,791.	$ 56,596.	$ 12,594.	$ 26,827.
Dundas	6,792.	66,080.	72,066.	38,062.	23,118,
Flamborough	8,241.	80,183.	85,049.	4,898.	6,802.
Glanbrook	3,434.	33,413.	38,653.	1,399.	2,702.
Hamilton	124,301.	1,209,425.	1,191,140.	1,450,221.	1,402,878.
Stoney Creek	11,710.	113,938.	111,326.	47,656.	92,503.
	$159,801.	$1,554,830.	$1,554,830.	$1,554,830.	$1,554,830.

NOTES:

1. For all bases the net deficit on Inter Regional Services is apportioned on the basis of Regional equalized assessment.

2. The schedule has been prepared on the basis of a 50% provincial subsidy because in 1974 and subsequent years the Province will meet 50% of the net deficits. In 1973 the City actually received $1,140,100. subsidy.

3. The estimated deficit of the whole system for 1974 is $4.2 million ($2.2 million after Provincial subsidy).

4. Possible service agreements costs have been included for Flamborough (Waterdown and Lynden routes) and Glanbrook (Binbrook routes).

SCHEDULE G

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

STATEMENT OF ESTIMATED INCREASE TO DEFICIT GENERATED FROM 25¢ FLAT RATE ADULT FARE THROUGHOUT THE REGION

	Hamilton Street Railway	Canada Coach Lines	Total
Hamilton to Ancaster (Ancaster to Hamilton)	$ 1,500.	$ 23,000.	$ 24,500.
Hamilton to Dundas (Dundas to Hamilton)	59,000.		59,000.
Hamilton to Flamborough (Flamborough to Hamilton)		34,700.	34,700.
Hamilton to Glanbrook (Glanbrook to Hamilton)		16,300.	16,300.
Hamilton to Stoney Creek (Stoney Creek to Hamilton)	500.	67,000.	67,500.
Estimated Increase to 1973 Deficit			$202,000.

Assumption - Ridership based on ticket revenue at 4 for $1.00
- No estimate is included for revenue lost on transfers between these routes and Hamilton Street Railway routes where a second fare is now payable.

THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

TASK 4 - ADDENDUM

INTRODUCTION

Following the presentation of the Technical Paper on Task 4, the Transit Co-ordinating Committee at its meeting of September 24, 1974 requested

> "that the Technical Transit Committee prepare cost estimates and recommendations based on the following apportionment and changes:
>
> That the "Transit Service Area" be defined as the entire Region.
>
> That the Province subsidize the transit deficit within the Transit Service Area by 50%.
>
> That 25% of the deficit be apportioned to all area municipalities on the basis of equalized assessment.
>
> That 25% of the deficit be apportioned to all area municipalities on the basis of the revenue miles received by each respective area municipality."

The Technical Paper dealing with Task 4, sets out the evaluation of the individual basis of apportionment including "Revenue Miles" and "Regional Equalized Assessment" and should be referred to in conjunction with this report.

The following additional points are set out for consideration:

1. ESTABLISHMENT OF WHOLE REGION AS AN URBAN TRANSIT AREA

   (a) Specific criteria relating to service would be difficult to substantiate in the event of an appeal to O.M.B., but it could be defended on the basis of the benefits to the whole Region of a modern integrated transit service.

   (b) It is suggested that the Urban Transit Area be designated as soon as possible so that appeals may be heard as quickly as possible and the Regional taxing process is not delayed and late tax billing is avoided.

2. CALCULATION OF "REVENUE MILES"

   (a) The definition of "Revenue Miles' originally suggested, was based on the assumption that all mileage run to an urban centre outside the City of Hamilton, would be charged to the area municipality containing the urban centre and no charge would be made to the City for mileage travelled through the City. This is justified because of the "partial closed door" policy on the semi express routes (e.g. Ancaster, Dundas and Stoney Creek). The passengers on these routes are also required to pay a premium fare for the service.

(b) The base to be used must be established prior to the time for the Regional levy and substantially earlier if appeal of the apportionment is likely. It is suggested that a review process be established that will agree the calculations of "Revenue Miles" on the basis of the operating by-law as early in each year as possible. A committee of the Treasurers is utilized for this purpose in Ottawa-Carleton and it is suggested that a similar committee be established.

(c) Some additional records may be required by the Hamilton Street Railway and Canada Coach Lines. It is suggested that it be a requirement that the officials of the Hamilton Street Railway and Canada Coach Lines be required to prepare the necessary records and information for submission to the Committee of Treasurers.

3. INTER REGIONAL TRANSIT ROUTE DEFICITS

(a) The resolution does not deal specifically with Inter Regional Transit Deficits. It is suggested that the proposals contained in the Technical Paper on Task 4 for the treatment of Inter Regional transit deficits (apportioned on basis of Regional Equalized Assessment) be adopted and that the officials of Hamilton Street Railway and the Canada Coach Lines be requested to maintain the necessary records.

Schedule I shows the effect on each Area Municipality of apportioning the 1973 Deficit assuming a 50% Provincial subsidy.

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

APPORTIONMENT OF 1973 DEFICITS ON BASIS OF EQUALIZED ASSESSMENT AND REVENUE MILES

				1973 DEFICIT		
	Equalized Assessment	Revenue Miles	Combined	Regional Transit Service (Note 2)	Inter Regional Transit	Total
Ancaster	3.331%	.810%	2.071%	$ 32,201.	$ 5,323.	$ 37,524.
Dundas	4.250	2.448	3.349	52,071.	6,792.	58,863.
Flamborough	5.157	.315	2.736	42,540.	8,241.	50,781.
Glanbrook	2.149	.090	1.119	17,399.	3,434.	20,833.
Hamilton	77.785	93.272	85.529	1,329,830.	124,301.	1,454,131.
Stoney Creek	7.328	3.065	5.196	80,789.	11,710.	92,499.
	100.000	100.000	100.000	$1,554,830.	$ 159,801.	$1,714,631.

NOTES:

1. The deficit for 1973 was calculated as follows:

Hamilton Street Railway	$3,166,792.
Canada Coach Lines	102,669.
	$3,269,461.

2. This schedule has been prepared on the basis of 50% subsidy from the Province. In 1973 the actual costs to the City of Hamilton of Transit was as follows:

Stabilization Payments	$2,240,820.
Fare Equalization Payments	940,679.
Canada Coach Lines	48,130.
	3,229,629.
Less Provincial Subsidy	1,140,100.
City of Hamilton	$2,089,529.

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

APPORTIONMENT OF 1973 DEFICITS ON BASIS OF EQUALIZED ASSESSMENT AND REVENUE MILES ASSUMING NET COSTS OF REDUCED FARES AND PASSES TO SPECIAL GROUPS ARE ALLOCATED TO THE AREA MUNICIPALITIES BENEFITTING

		Regional Transit Service	Net Cost of Special Fares	Total
	%	$	$	$
Ancaster	2.071	22,460.	-	22,460.
Dundas	3.349	36,320.	-	36,320.
Flamborough	2.736	29,672.	-	29,672.
Glanbrook	1.119	12,135.	-	12,135.
Hamilton	85.529	927,553.	470,340.	1,397,893.
Stoney Creek	5.196	56,350.	-	56,350.
	100.000	1,084,490.	470,340.	1,554,830.

NOTES:

1. City of Hamilton reduced fares and special passes:

Senior Citizens-passes	$456,375.
-reduced fares	149,772.
	606,147.
Students - reduced fares	334,532.
	$940,679.

2. Town of Stoney Creek subsidized senior citizens , the cost in 1973 was $1,167. which was met out of the General Levy of the Area Municipality without provincial subsidy.

3. Town of Dundas has started a scheme to subsidize senior citizens, the cost in 1974 is estimated at $1,000. which is met out of the General Levy of the Area Municipality without provincial subsidy.

4. Students on the Dundas-Hamilton Route have a reduced fare (10 tickets for $2.70 instead of $3.85). These figures have not been considered above.

SCHEDULE I(b)

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

APPORTIONMENT OF 1973 DEFICITS ON BESIS OF EQUALIZED ASSESSMENT AND REVENUE MILES ASSUMING NET COSTS OF REDUCED FARES AND PASSES TO SENIOR CITIZENS ARE ALLOCATED TO THE AREA MUNICIPALITY BENEFITTING

		Regional Transit Service	Net Cost of Senior Citizens Fares	Total
	%	$	$	$
Ancaster	2.071	25,924.	-	25,924.
Dundas	3.349	41,921.	-	41,921.
Flamborough	2.736	34,248.	-	34,248.
Glanbrook	1.119	14,007.	-	14,007.
Hamilton	85.529	1,070,615.	303,074.	1,373,689.
Stoney Creek	5.196	65,041.	-	65,041.
	100.000	1,251,756.	303,074.	1,554,830.

NOTES:

1. City of Hamilton :

reduced fares	$149,772.
passes	456,375.
	606,147.
Less 50% subsidy	303,073.
	$303,074.

2. Town of Stoney Creek subsidized senior citizens, the cost in 1973 was $1,167. which was met out of the General Levy of the Area Municipality without provincial subsidy.

3. Town of Dundas has started a scheme to subsidize senior citizens, the cost in 1974 is estimated at $1,000. which is met out of the General Levy of the Area Municipality without provincial subsidy.

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

COMPARISON OF BASES - AMOUNTS BASED ON 1973 EXPENDITURES

	Inter Regional Service Deficits	Regional Transit Service Deficits					
	Regional Equalized Assessment	Regional Equalized Assessment	Revenue Miles	Urban Transit Area Proposals	Equalized Assessment & Revenue Miles	Equalized Assessment & Revenue Miles Excluding All Special Fares	Equalized Assessment & Revenue Miles Excluding Senior Citizens Fares
Ancaster	$ 5,323.	$ 51,791.	$ 12,594.	$ 26,827.	$ 32,201.	$ 22,460.	$ 25,924.
Dundas	6,792.	66,080.	38,062.	23,118.	52,071.	36,320.	41,921.
Flamborough	8,241.	80,183.	4,898.	6,802.	42,540.	29,672.	34,248.
Glanbrook	3,434.	33,413.	1,399.	2,702.	17,399.	12,135.	14,007.
Hamilton	124,301.	1,209,425.	1,450,221.	1,402,878.	1,329,830.	1,397,893.	1,373,689.
Stoney Creek	11,710.	113,938.	47,656.	92,503.	80,789.	56,350.	65,041.
	$159,801.	$1,554,830.	$1,554,830.	$1,554,830.	$1,554,830.	$1,554.830.	1,554,830.

NOTES:

1. For all bases the net deficit on Inter Regional Services is apportioned on the basis of Regional equalized assessment.

2. The deficit for 1973 was calculated as follows:

Hamilton Street Railway	$3,166,792.
Canada Coach Lines	102,669.
	$3,269,461.

3. This schedule has been prepared on the basis of 50% subsidy from the Province. In 1973 the actual costs to the City of Hamilton of Transit was as follows.

Stabilization Payments	$2,240,820.
Fare Equalization Payments	940,679.
Canada Coach Lines	48,130.
	$3,229,629.
Less Provincial Subsidy	1,140,100.
City of Hamilton	$2,089,529.

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

COMPARISON OF BASES - AMOUNTS BASED ON 1973 EXPENDITURES

	TOTAL	TRANSIT	SERVICE		DEFICITS	
	Regional Equalized Assessment	Revenue Miles	Urban Transit Area Proposals	Equalized Assessment & Revenue Miles	Equalized Assessment & Revenue Miles Excluding All Special Fares	Equalized Assessment & Revenue Miles Excluding Senior Citizens Fares
Ancaster	$ 57,114.	$ 17,917.	$ 32,150.	$ 37,524.	$ 27,783.	$ 31,247.
Dundas	72,872.	44,854.	29,910.	58,863.	43,112.	48,713.
Flamborough	88,424.	13,139.	15,043.	50,781.	37,913.	42,489.
Glanbrook	36,847.	4,833.	6,136.	20,833.	15,569.	17,441.
Hamilton	1,333,726.	1,574,522.	1,527,179.	1,454,131.	1,522,194.	1,497,990.
Stoney Creek	125,648.	59,366.	104,213.	92,499.	68,060.	76,751.
	$1,714,631.	$1,714,631	$1,714,631.	$1,714,631.	$1,714,631.	$1,714,631.

NOTES:

1. For all bases the net deficit on Inter Regional Services is apportioned on the basis of Regional equalized assessment ($159,801.)

2. The deficit for 1973 was calculated as follows:

Hamilton Street Railway	$3,166,792.
Canada Coach Lines	102,669.
	$3,269,461.

3. This schedule has been prepared on the basis of 50% subsidy from the Province. In 1973 the actual costs to the City of Hamilton of Transit was as follows:

Stabilization Payments	$2,240,820.
Fare Equalization Payments	940,679.
Canada Coach Lines	48,130.
	$3,229,629.
Less Provincial Subsidy	1,140,100.
City of Hamilton	$2,089,529.

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

PROJECTION OF COSTS REGIONAL TRANSIT ONLY 1974 - 1978
APPORTIONED ON BASIS OF EQUALIZED ASSESSMENT AND REVENUE MILES

	1974		1975		1976		1977		1978	
	High ($000)	Low ($000)	High ($000)	Low ($000)	High ($000)	Low ($000)	High ($000)	Low ($000)	High ($000)	Low ($000)
Ancaster	41	41	58	45	81	52	105	56	139	64
Dundas	67	67	94	74	131	84	171	91	224	104
Flamborough	55	55	77	61	107	68	140	74	183	85
Glanbrook	22	22	31	24	43	28	57	30	75	35
Hamilton	1,711	1,711	2,395	1,882	3,335	2,138	4,362	2,309	5,731	2,651
Stoney Creek	104	104	145	114	203	130	265	140	348	161
	$2,000	$2,000	$2,800	$2,200	$3,900	$2,500	$5,100	$2,700	$6,700	$3,100

NOTE 1: This schedule assumes a 50% Provincial subsidy.

NOTE 2: The operating deficit of the Inter Regional Transit in addition is estimated as follows:

	High	Low
1974	$ 100,000	$ 100,000
1975	500,000	500,000
1976	900,000	500,000
1977	1,300,000	900,000
1978	1,700,000	1,000,000

This would be apportioned on the basis of equalized assessment.

REGIONAL TRANSIT ASSUMPTION STUDY

TASK 6

Identify and examine the present and alternative organizational and reporting structures within the Region in order to effectively administer the Transit Service when the Region assumes this responsibility.

October 3/74

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

REGIONAL TRANSIT ASSUMPTION STUDY

ORGANIZATION OF THE PUBLIC TRANSPORTATION SYSTEM IN THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

INTRODUCTION

The objective of this portion of the Regional Transit Assumption Study is to identify and examine the present and alternative organizational and reporting structures within the Regional Municipality of Hamilton-Wentworth as they relate to a Regional Public Transportation System.

In 1960, the City of Hamilton by approval of By-law 8900 took action, subject to a Special Act of the Legislature of Ontario, to purchase all the shares of the Hamilton Street Railway Company including the ownership and control of the Canada Coach Lines Limited.

Under the provisions of The City of Hamilton Act 1960 the Hamilton Street Railway Company and its wholly owned subsiduary, The Canada Coach Lines Limited, were purchased by the City of Hamilton. In addition, a Commission was formed and all the phases of the Company and Subsiduary Company were transferred to the Commission to operate, maintain and extend the transportation system of the Company.

PRESENT ORGANIZATION

The Hamilton Transit Commission is responsible for the general management, operation and control of the public transportation system

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of the Company with the power, rights, duties and responsibilities as provided for in the City of Hamilton Act 1960, 1960-61, 1960-61 (No. 2), 1966. Generally the powers, rights, duties and responsibilities of the Commission are, as follows:

(1) The Commission consists of five (5) members, one of whom is the Mayor of the City of Hamilton, or his Appointee

(2) The four members (other than the Mayor) hold office for three (3) years

(3) One of the members is appointed Chairman

(4) To enact by-laws for the the better government and control of its affairs, operations and undertakings

(5) To borrow by way of temporary loans from any chartered banks sums not exceeding $200,000. at anytime (but no power to mortgage property)

(6) To requisition the Corporation from time to time for any moneys necessary to carry out its powers and duties

(7) To consider all matters relating to local public transportation and to provide such facilities as it may consider necessary for such purpose

(8) With the intent that the transportation system be self sustaining, establish a fare structure such that revenues produced are sufficient to provide for

    a) operation and maintenance expenses

    b) interest and principal on indebtedness

cont'd .....

c) interest and principal on debentures

d) credit to reserve for stabilization of fares.

Since its inception, the Commission has confined itself to the policy direction of the Companies under its purview and have delegated the management and direction of the Companies to the General Manager and his Staff.

The Management Staff consists of the following:

General Manager

Assistant General Manager

Secretary-Treasurer Comptroller

Manager, Operations

Manager, Maintenance

Manager, Research & Schedules, H.S.R.

Traffic Manager, C.C.L.

Niagara District Manager, C.C.L.

Manager, Purchasing & Stores

Manager, Safety Service & Safety Direction

Manager, Personnel & Public Relations

The Hamilton Transit Commission has no permanent employees. The position of the Secretary of the Commission has been filled on a part-time but continuing basis by the Assistant General Manager. The number of employees, including the Executive Staff, totals 877.

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THE ISSUE

As has been noted, the Hamilton Transit Commission was established under the City of Hamilton Act 1960. The main issue before us in this task is whether a change is required at this time from a Commission control to what is termed direct control by Regional Council of the Administration and Management of the Public Transportation System. Questions may be asked which relate to organization, such as:

1) What are the alternative administrative organizations for Public Transportation to meet the needs of the residents of the Region?

2) Can a Commission better serve the Region than other alternatives because of its relative separation from Regional Council?

3) What is the most business like approach to organization, to administer and manage the Public Transportation System.

The emerging view of the Province, of some municipal administrators and citizens of the community is that Public Transportation is one form of transportation that is playing a more important role in the development, redevelopment and planning of our urban areas. In these general terms, Public Transportation in the urban area is being viewed in the total community context with other hard services like parking, sewers, and water with less emphasis being placed on minimizing the deficit and more emphasis being placed on improved levels of Public Transportation Service.

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Policy, as it relates to Public Transportation Service, can be controlled by two (2) basic alternatives. In one alternative, the responsibilities for Public Transportation service policies is vested in a Committee of Council, and in the other, in a Board or Commission.

THE ALTERNATIVES (Policy)

In view of alternatives for the establishment of a Public Transportation policy making body, we believe that there are three (3) basic alternatives:

1. An Appointed Commission (leave as is)
2. A Committee of Regional Council
3. An Appointed Commission (administrative and systems support from the Region)

Alternative 1.

An Appointed Commission

In this alternative we retain a Commission under a Regional operating by-law and the operation of the Company under its present organization is maintained.

Members of the Commission can be appointed for a pre-determined term, as desired, to maintain continuity. There is a general removal of the local political pressures from the Commission. Public control of the Public Transportation System is more indirect and is exercised through the popular election of the Regional Council & in turn through their selection of Commissioners. The approved enabling Regional legislation

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has established that elected representatives may or may not be eligible for membership. The composition and direct powers of the Commission will be established in a Regional operating by-law.

It has been stated as a criticism, by some, that such an organization as a Commission, because of its indirect relationship to the public and because of the legal requirements imposed on its operation, that it is unsympathetic to the Communities desired social objectives. In addition, some advise, that the creation of a Commission tends to perpetuate a separate or stratified approach to Regional Transportation Strategies. Others question the desirability of vesting control of the Regional owned transportation system to a semi-autonomous appointed body which is not directly responsible to the public.

Alternative 2.

A Committee of Regional Council

In this alternative, public control of the Public Transportation System would be direct. The people would directly elect the politicians sitting on the Committee responsible for the Public Transportation System. On this basis the existing responsibilities of the Transit Assumption Co-ordinating Committee could be expanded or a separate public transportation committee could be created.

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In establishing this alternative, there would be a phasing out of the Commission Structure, (the Companies may or may not be wound up), and the creation of a Regional Council Committee and a Public Transportation Operating Department reporting to the Regional Co-ordinator. The creation of this organizational structure would allow the Region to control Public Transportation within the Regional Administration with those other services and activities which have an impact on Community development, such as planning, roads, sewer and water services, etc. Thus the technical, administrative and financial aspects of transit are not isolated from the other responsibilities of local government and therefore responsive to the overall desired goals and objectives of the Region.

It is noted, however, that the critics of this alternative see some disadvantages to this system of organization on the following basis:

(1) transit management is vulnerable to day-to-day political pressures

(2) elected representatives do not have sufficient knowledge or time to devote to Public Transportation matters

(3) commercial nature of Public Transportation operations does not lend itself to control by a Committee of Regional Council.

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Alternative 3

Commission with Administrative & System Support from Regional Resources

This alternative is basically the same as Alternative 1. In addition, however, the Regional Resources for financial, computer, engineering, planning would be utilized by the administration and management of the Public Transportation System. Job functions with the present organization would not be affected but rather there would be a gradual approach to using the various Regional staff services and expertise in the future.

Management - Alternatives

Generally, the role of management is to implement the policies established by the policy group, whether or not it is a Committee of Regional Council, or a Commission. The day-to-day operation of the system is the responsibility of management and it can only be effective if the approved policies are defined. This management function is usually delegated to officers appointed (i.e., General Manager, Director of Transit, etc.)

Management must be able to act responsibly to the Public Transportation needs of all interest groups. This, of course, is difficult and sometimes impossible where the interest groups, in the case of the government could be the general public, legislative body,

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interest groups (i.e. transit riders) and sub-interest groups with conflicting objectives (i.e. wanting better service vs lower cost service).

There are essentially two (2) basic alternatives in establishing the reporting relationship between the Management and the policy body, and these are:

1. Direct Relationship
2. Indirect Relationship

The major issue is whether or not the other Senior Regional Administrative Officers should be involved in the management of the Public Transportation System; which has implications on the future use and co-ordination of Region resources and services.

Management Alternatives

Direct Relationship

The direct relationship requires that the Management report directly to the policy body, whether it be a Commission or a Committee of Regional Council.

Indirect Relationship

The indirect relationship requires that the Management report to a person between the management body and the policy body. This could mean that the General Manager or Director would report to an executive responsible for transit, roads and traffic. This approach would ensure that all transportation services are co-ordinated in one Department.

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ISSUES IN EVALUATING ORGANIZATION STRUCTURE

There are six (6) key issues in evaluating organization for the public transportation system. The issues are:

1. Responsiveness to public need
2. Degree of Regional Council influence
3. Degree of Integration with other Service Policies
4. Degree of use of Regional Resources
5. Adherence to policies of Province of Ontario
6. Impacts on existing organization and staff.

This short list provides a framework within which we can evaluate the organizational alternatives presented in the previous sections.

DEFINITION AND IMPLICATIONS OF ISSUES

1. Responsiveness to Public Need

Ability of organization to recognize & respond to public needs

Public Transportation Service Costs will continue to increase and become more and more of an issue in the future. Responsiveness by the policy and managing bodies will become more and more important as the public needs are raised.

The Organization must therefore be so designed to react to the Regional public needs efficiently and effectively.

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2. Degree of Regional Council Influence

Need for the overall co-ordination at the policy level of all services provided, i.e., water, sewer, social services, roads, etc.

It is important that the policies and budget of the Public Transportation System be reviewed and approved on a co-ordinated basis with the other service policies and budgets for the Region at the Regional Council level. The Regional Council must therefore have a real and participatory input to these processes. In addition the Regional Council must provide a useful link to the electors and the transit users in general.

3. Degree of Integration with Other Service Policies

Need to Integrate and Co-ordinate the planning, design and construction of all services at the operating levels

Other Regional Services exist and it is imperative that there be proper co-ordination and integration of the Public Transportation Service with the goals and objectives, plans and programmes of other Regional Departments and of the Region in general.

4. Degree of Use of Regional Resources

The use of existing Regional Services and staff by management as opposed to continued development of self-contained staff modules to provide service capability.

The Public Transportation Management must be aware of the availability of service resources at the Regional administrative level and aware of the relative cost/effectiveness of those resources.

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The use of the resources and their cost/effectiveness should not relate only to the cost to the public transportation system but rather to the total cost to the taxpayers in the Region. The public transportation management may be able to develop some service requirement cheaply but the overall cost might be minimized by the use of Regional Resources.

5. Adherence to Policies of Province of Ontario

The adherence or approach to the established policies of the Province of Ontario with respect to special purpose bodies and reorganization of local government structure.

The public transportation management must maintain a continuing awareness of the relevant Province of Ontario policies with understanding of existing legislation such as the Municipal Act, Public Transportation Act, Highway Improvement Act, the Planning Act and the Public Utilities Act.

6. Impacts on Existing Organization and Staff

The impacts on the existing Hamilton Street Railway Company and Canada Coach Lines Ltd. staff.

The impacts on the existing management organization of the Hamilton Street Railway Company and Canada Coach Lines Ltd. are a prime issue or consideration. Depending on the organizational alternative chosen, the impacts on the existing staff can be considered negative or positive.

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In the past, one of the major reasons for a failure or breakdown in organization and in staff morale, is when full re-organization and integration was attempted at all levels at one time. Good results have been obtained in business where re-organization has been approached on the basis of a limited approach to integration (i.e., only to Policy and Financial functions).

EVALUATION OF ALTERNATIVE POLICY BODIES

(1) Responsiveness to Public Need

From an organizational point of view, we consider that the Committee of Council Alternative provides the greatest opportunity for recognition and response to the public needs. In our opinion, the public is more likely to turn to the politician on Regional Council when confronted with a concern about the Public Transportation Service.

The public needs and response to those needs would be slowed down to a greater extent by the establishment of a Commission than by the creation of a Council Committee.

(2) Degree of Regional Council Influence

The Regional Council influence on the Public Transportation System and Service would be greatest with the creation of a Council Committee and less with an appointed Commission. Obviously, there would be more overall co-ordination with other service & budget priorities with a Committee of Council and less with an appointed Commission.

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(3) Degree of Integration with Other Services

Integration with other Regional Services can best be achieved with a Regional Council Committee. With a Commission, policy could be developed separately and in isolation from the Regional Policies in the other Service area.

If the Commission is accepted as the policy body, we believe it is obvious that there is a need to develop an organizational requirement or structure to provide for service integration for the planning, programming, design, construction and operation of all Regional services.

(4) Degree of Use of Regional Resources

The existing public transportation management has resources in personnel, finance, planning, operations & maintenance. Obviously there could be conflicts between the policies of the Regional Administration and those of the Public Transportation Management. An approach to co-ordination of these policies and use of existing Regional resources would be more easily accomplished with a Committee of Council and less with a Commission, exterior to the Regional Administration.

The technical, administrative and financial aspects of Public Transportation would then not be isolated from the administrative responsibilities and authority of the Regional Administration, and therefore more responsive to the needs of the community.

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(5) Adherence to the Policies of Province of Ontario

The establishment of a Committee of Council to be responsible for Public Transportation in the Region appears to be in line with the approach of the Province of Ontario to reorganize local government and to eliminate as many special purpose bodies as possible.

(6) Impacts on Existing Organization and Staff

There is a concern for the impact on the Hamilton Street Railway Company and Canada Coach Lines Ltd. management and staff if the Committee of Council alternative is approved.

The present management is made up of executives who are high calibre career orientated individuals who have taken pride in the development of the Hamilton Street Railway Company and Canada Coach Lines Ltd. into one of the finest transit operations in Ontario. They have maintained a good rapport with the Board of Control and City Council, and the citizens of the City of Hamilton and have been constantly reviewing and updating their operation through good management techniques.

We are advised by some management consultants that the task of recruiting high calibre transit managers and supervisors capable of managing public transportation systems would be easier under a Commission than a Committee of Council. Most Transit Managers prefer to operate under a Commission Policy Organization isolated from the political consideration.

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RECOMMENDATIONS FOR THE FUTURE PUBLIC TRANSPORTATION ORGANIZATION FOR THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

DISCUSSION

It is recommended that a Commission structure be retained.

The Regional Municipality will be responsible for the Public Transportation System on January 1, 1975. Generally there is a very real time constraint to study and to deal with the transfer of responsibility from the City to the Region. In addition, there would be an impact on the existing staff of the operating companies, if a Committee of Regional Council was approved.

It is recommended that the Regional Council review the policy structure of the Public Transportation System in three (3) years.

Generally, as is described in the body of this report, there are specific advantages in the future to establishing a Committee of Council as opposed to a Commission. Accordingly we believe that the Region should plan on reviewing the policy structure of the Public Transportation System in the future.

It is recommended that the Management of the Public Transportation System and the Regional Planning and Engineering Departments maintain a co-ordinated administrative approach to transportation planning, programming and budgeting through the Regional Co-ordinator.

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Generally, Regional Transportation, planning, programming & budgeting is inter-related with Public Transportation considerations. Clearly co-ordination and decision making to include roads, parking, traffic and transit considerations suggests the need for co-ordination between the Public Transportation Management and Regional Administrative level (i.e., Regional Co-ordinator).

It is recommended that the Commission be restructured to provide good communications with Regional Council, the Regional Administration and to respond to the needs of the public.

On this basis, the Commission should be restructured to include the following five (5) members:

Three (3) Regional Councillors	(Appointed by Regional Council)
Two (2) Citizens	(Appointed by Regional Council)

(See Figure 1 in Appendix)

In addition the Chairman of the Hamilton-Wentworth Region is recommended to sit ex-officio on the Commission to provide continuity to the Commission and provide a link with the other Regional Departments and the Toronto Area Transit Operating Authority.

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The citizen representatives should be users of the system and should be appointed by the Council from nominations by citizen groups or individuals, and serve on the Commission for a maximum of two (2) consecutive, alternating two (2) year terms. This will ensure an effective period of contribution and also allow for other interested citizens to serve. It would be preferred if one of the citizen representatives is a business man with a broad experience or background to bring a comprehensive business experience to the Commission.

In addition it is recommended that the General Manager of the Hamilton Street Railway Company and the Regional Co-ordinator attend all meetings of the Commission.

The General Manager will provide the link between the Commission and the operating staff of the Hamilton Street Railway. The Regional Co-ordinator will provide the link with the Regional administration and consistency of approach to the goals, objectives, policies and programmes of the Region.

Benefits are obviously derived in bringing together the H.S.R. and Regional Administration in the area of planning, programming and budget review. This can best be accomplished under the Commission Policy Structure by the Regional Co-ordinator.

It is recommended that the position of the Secretary of the Commission be filled on a permanent basis from either existing H.S.R. or Regional Staff.

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It is recommended that the Hamilton Street Railway Company through its General Manager seek the co-operation of the Regional administration to provide, where required, support functions which are available from Regional resources and staff. These support functions could include:

1. Finance Department - Financing strategies, complete services for payroll, general ledger, information systems for management.

2. Planning Department - planning study services uding available expertise.

3. Engineering Department - planning, design, construction & operational services using available expertise and manpower.

The Regional Council, in its relationship to the Hamilton-Wentworth Transit Commission should be required to:

1. set broad transportation goals for the Region;

2. approve public transportation budget;

3. review and approve major policy decisions presented by the Commission.

In turn, the Hamilton-Wentworth Transit Commission should be required to:

1. establish and review short and long term objectives based on the broad goals of the Region and of the Province of Ontario;

2. establish and review budgets and programmes to meet these short and long term objectives;

3. review management reports, budgets and other reports submitted by the General Manager;

4. request reports and plans for major public transportation developments;

cont'd .....

5. review with the General Manager such matters as public transportation policy, public relations, organization, staff employment, training and compensation, relationships to Region and Province of Ontario.

The General Manager and staff should continue to be responsible to the Commission for the administration and management of the present Public Transportation System of the Hamilton Street Railway Company and Canada Coach Lines Limited.

RECOMMENDATIONS

SUMMARY

1. The policy body for the Regional Public Transportation System should remain a Commission structure at this time.
2. The Regional Council should review the Commission Structure in three (3) years.
3. The Commission should be named the Hamilton-Wentworth Transit Commission.
4. The Commission should have a membership of persons with political and non-political background and should be made up of the following members:

   Three (3) Regional Councillors (appointed by Regional Council);
   Two (2) Citizens (" " " ").

   In addition, the Chairman of the Hamilton-Wentworth Region is recommended to sit ex-officio on the Commission.

   It is also recommended that the General Manager of the Hamilton Street Railway Company and the Regional Co-ordinator attend all meetings of the Commission.
5. The position of Secretary of the Commission should be filled on a permanent basis.
6. It is recommended that the Management of the Public Transportation System and the Regional Planning and Engineering Departments maintain a co-ordinated administrative approach to transportation planning, programming and budgeting through the Regional Co-ordinator.

cont'd .....

7. The role of the Hamilton-Wentworth Transit Commission as a policy making body responsible for Public Transportation Service should be clearly defined in a Regional Operating By-Law.
8. The role of the Commission and its objectives should be developed, documented and approved by the Regional Council.
9. The General Manager should continue to be responsible to administer and manage the Public Transportation Systems. The duties and responsibilities of the General Manager and staff of the Company and their relationship to the Commission and Regional Council should be clearly defined and approved by the Commission and Regional Council.
10. The Commission should have regular meetings on a monthly basis, and these meetings should be open to the public.
11. The Regional Councillors should not receive any compensation for an Appointment to the Commission. The citizen members of the Commission should be reimbursed for their time spent at Commission meetings and for expenses incurred on Commission business. The rate of compensation should be established by Regional Council.
12. The General Manager should seek the co-operation of the Regional Administration to provide, where required, support functions which are available from Regional resources and staff.
13. The Transportation Goals of the Region, to include Public Transportation, should be clearly defined, documented and approved by Regional Council in the future.

Figure I - Recommended Structure of the Hamilton-Wentworth Transit Commission